

Leadership Link

DEC 2004/JAN 2005

Web site: www.lincoln.ne.gov/city/person/NMA_L/index.htm

CALENDAR OF EVENTS

Jan. 11
Breakfast, 7:30 AM
"The Slight Edge"
John Dumonceaux
Old Country Buffet
2241 O Street, \$8

Jan. 20
Board Meeting
11:30 to 12:30 PM
Co/City Bldg, Rm# 106

Feb. 1
Lunch, 11:30 AM
"Navigating Your
Career"
Cindy Kaliff
Valentino's, \$7.50
35th & Holdrege Sts.

Feb. 17
Board Meeting
11:30 to 12:30 PM
Co/City Bldg, Rm# 106

March 1
Breakfast, 7:30 AM
"Performance is
the Target!"
Jane Weddle
First Choice Credit
2500 N Street

March 17
Monthly Board
Meeting
11:30 to 12:30 PM
Co/City Bldg, Rm# 106



Leadership Link
Chapter #517
P.O. Box 85224
Lincoln NE
68501-5224
www.nma1.org

Volume 8, Issue 7

Managers Run Business Better When Ethics Lead The Way

When you hear the names Enron, Global Crossing, Arthur Andersen and WorldCom, you instantly think "secrets and lies." But do the misdeeds of these companies represent the modus operandi for leaders today? Are morals in American business deteriorating?

Many top-of-the-line managers agree that business ethics have eroded over the past two decades. Yet they also believe that the American business can raise itself from the gutter. They agree, it's up to the individual to make good ethical decisions in daily operations.

Personal Responsibility -- When Does It Start? It's easy to blame business leaders for corporate transgressions. We stand up and take notice when our pension plans are affected. But when should personal responsibility start? In the 1998 Who's Who Among High School Students survey, four out of five students admit to cheating on assignments, and 53 percent said cheating was no big deal. Of course, these students grow up and go into business. When ethical challenges arise, will they make the right decisions?

It used to be that making decisions in business was pretty simple. All you had to do was ask yourself, "Is this legal? Is this against company policy? Can I sleep at night if I do it?" Then business got more complicated, with the competition to succeed becoming more intense. The gray areas surrounding decisions expanded. Many leaders are now torn between company profits and doing the right thing. They are also torn between doing what is right for the company long-term and what is good for their careers in the short-term.

The problem doesn't just exist in corner offices. According to a survey of workers by the Ethics Officer Association, 48 percent of workers surveyed said they had engaged in at least one unethical and/or illegal action during the past year. The most common behavior involved cutting corners on quality (16 percent), covering up situations (14 percent), lying about sick days (11 percent) and deceiving customers (9 percent). Four percent of workers reported taking credit for another's idea, while five percent lied to superiors on a serious matter and three percent did the same to a subordinate.

What Can Ethical Leaders Do? Ethical business leaders will have to take some immediate steps to show employees and stockholders they are honest and

determined to do their best for the organization. Each leader must model high ethical standards. In addition, here are 10 more steps you can take right now.

1. Assess your personal morals. What you do in your personal life permeates your business affairs and the lives of your children. Be a good role model.
2. Review your company's ethics. Make it clear what is and is not acceptable.
3. Establish your mission statement and your company's core values. High ethical standards are based on integrity, honor, honesty and fairness to all.
4. Communicate the mission and core values to every employee and customer through your words and actions.
5. Create an ethics policy that clearly states the company's philosophy and consequences for not following the policy. Some guidelines can be found on the Society for Human Resource Management's Web site.
6. Implement ethics training.

Continued on page 5

JANUARY Breakfast Meeting

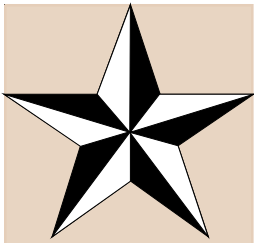
John Dumonceaux
"The Slight Edge"

Tuesday,

Jan. 11, 2005 7:30 AM Cost \$8
Old Country Buffet 2241 O Street
RSVP to Steve Owen by January 9, 2005

sowen@ci.lincoln.ne.us
441-5925

Raised on a farm in Minnesota and earning his educational administration doctorate from the University of Wyoming, Dr. Dumonceaux believes in helping each employee to feel valued as an important partner in an organization. He also believes that positive personal relationships can have a ripple effect from top to bottom within an organization. His commitment to action and growth encourages those around him to reach those goals.



JANUARY 2005

LEADERSHIP LINK EXECUTIVE BOARD

Meetings held the third
Thursday of the month

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President's Report *EJ Schumaker*



By eschumaker@ci.lincoln.ne.us

This is an exciting time in Leadership Link. Our Board of Directors was honored at the National Convention with two awards, and an article has been published in the Neighborhood Extra and the Employee Link News Letter. As a Board, we are very committed to serving our members and utilizing leadership skills in all possible ways. This Board is just a small part of the great team of Leadership Link and we look forward to our next six months of service. We will provide dynamic speakers, great meals, professional development and we are working to offer the Certified Manager Program to our members.

As a point of great pride, we have two members who have achieved life long membership, free of dues, as part of their retirement package. They will be honored members of Leadership Link for years to come. These two members are: John Reid and John Dale. They are invited to become involved in all our membership has to offer. It will be a pleasure to welcome these great city leaders at our future events.

I personally look forward to seeing you at our next breakfast meeting. Our speaker is John Dumonceaux, speaking on "The Slight Edge" on January 11, 2005. Our breakfast will be hosted by The Old Country Buffet at a cost of only \$8.00. I hope to see you bright and early at 7:30 a.m. Please e-mail Steve Owen with your reservation - sowen@ci.lincoln.ne.us.

Announcements

As part of our professional development goals, Leadership Link will be offering a book discussion group in early 2005.

The first book selected is *How Full is Your Bucket?* *Positive Strategies for Work and Life* by Tom Rath and Donald O. Clifton.

Based on years of research conducted by The Gallup Organization, the book provides practical ways we can reduce the negativity around us and focus more on what others are doing right. The book promises to provide fresh content and supplement the valued information from previous Gallup-sponsored books such as *First, Break All the Rules* and *Now, Discover Your Strengths*.

Watch for an informational meeting to be announced for January, 2005. If you have any questions or would like to suggest other books for group discussion, please contact Terri Storer at trstorer@ci.lincoln.ne.us.

Being Too Serious Can Drive You Crazy

Are you having fun? Do you get a thrill from your work? Do you enjoy waking up each morning?

Certain myths about work can pull you down. "Work is not supposed to be fun." "You must buckle down and get serious."

Perhaps the biggest myth of all: "People will think I'm important if I act seriously." Yet getting serious creates problems: stress, worry, anxiety, emotional pain, drudgery and failure.

Resolving problems by getting more serious is like fixing a computer with a hammer. The harder you try, the worse the problem becomes.

"When life becomes serious, a man becomes less cause and greater effect. If life gets really serious, his value drops to practically zero. Driving a car can become such serious business that one can wreck the car. Running a business can become so serious as to make it fail. There is a direct connection between insanity and seriousness." "It is only when an individual progresses in life to a point where much seriousness is attached to things that he begins to have a hard time. The ancient Italian really knew what he was about when he considered that the only psychotherapy was laughter." — L. Ron Hubbard

12 Ways to Lighten Up

Approaching your life with a non-serious attitude gives you a clearheaded view of difficulties and the energy to deal with them. Problems are easier to solve, people are more cooperative and you feel more relaxed. You probably live longer and more successfully as well.

Try these techniques until you find one that lightens you up.

1. Deliberately turn a molehill into a mountain. Make a big deal out of a little problem. "I would feel much better if these papers were stacked exactly like this! Not like that! Like this! Not this! This!"

2. Ask yourself, "Is getting serious about this situation really going to improve it?"

3. Focusing on the positives. Repeat these questions until you feel lighter, "What is right about this picture?" "What else is right?" "What else?"

4. Consider a complete, major change. Why not go back to school? Why not move to Idaho? Why not retire for a few years or start a new career?

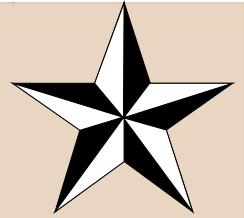
5. Ask yourself, "When I'm on my deathbed, will I be glad I was so serious about _____?"

6. A challenging game is much better than no game at all. So consider losing all aspects of the problem. Examples: You feel serious about family problems. You ask yourself, "Well, what if I had no family at all?" You feel serious about your investments. You ask yourself, "What if I had no money to invest?"

7. The size of your problem may match the size of your game. So get a bigger game. For example, if you get uptight about paper clips being in the wrong drawer, your game size is tiny.

Nebraskaland Council News

By cfloth@ci.lincoln.ne.gov



JANUARY 2005

The Certified Manager Program & You. . .

Have you often wanted a way to improve and document your management/leadership skills. If yes, perhaps the Certified Manager Program is for you.

What is it?

The Institute of Certified Managers is located on the James Madison University Campus. They offer a certification for those who meet the minimum education/work experience guidelines and who also pass a total of 3 tests documenting one's knowledge. The three modules include:

Management Skills I: Foundations of Management provides essential skills and knowledge about managers and managing in the modern world. Content includes fundamental managerial roles and skills, entrepreneurship, managing diversity, managing globally, ethics and social responsibility, business law, communication, information systems, and economics.

Management Skills II: Planning and Organizing is a comprehensive overview of two of the core functions of management, planning and organizing, as well as the skills needed to carry them out. Content includes planning and formulating strategy, operations management, project management, planning effective meetings, decision-making, managing teams, organizing work and structure, and human resource management.

Management Skills III: Leading and Controlling is a comprehensive overview of the core functions of management, leading and controlling. Content includes leadership skills, empowerment, motivation, time and stress management, delegating, managing change, conflict management, operations control, quality management, and financial management.

Why should I complete this program?

- ✓ Professional recognition,
- ✓ Pinpoint your strengths and weaknesses so that ongoing professional development can round out a your skills,
- ✓ Build self-confidence
- ✓ Improve performance to excel in your field

Who will help me?

The Nebraskaland Council will offer facilitated study classes to help those interested prepare for the required testing. The cost for NMA members is \$25 for the entire 15- week session – even better, upon certification, the \$25 will be refunded. Non-NMA members are also encouraged to participate. The cost for non-members is \$60.

When can I start?

The Nebraskaland Council needs to determine the level of interest for the program so facilitators can be identified. The goal is to begin study classes towards the end of January or beginning of February. The classes will be set up on a schedule of one 2-hour session per week. There will be a one-week break between each of the three modules so students can prepare and test upon completion of each module.

What does this cost?

With the exception of the "study class fee", all costs are paid directly to the Institute of Certified Managers. You can pay all at once and receive a "bundle" discount of \$50.00, or pay as you go.

Registration Fee\$ 75
3 Study Guides\$225
3 CM Tests\$285

I'm ready to go. . .what do I do?

Complete the form, attach your study class fee (\$25 for NMA members; \$60 for non-members – make checks to Nebraskaland Council) and send to **Colleen Floth, 440 S. 8th St., Ste. 101, Lincoln NE 68508**. Check out the ICPM Web site at <http://cob.jmu.edu/icpm>.



Members of Leadership Link Chapter 517, a member of the National Management Association, recently earned two national achievement awards for their team work in providing a quality chapter for City and County employees. Front row, left to right is Donna Barrett and Colleen Floth. Back row, from left to right is EJ Schumaker, Pat Kant, Julie Peter, Colleen Andrews, Kent Imig, Mary Lowe and Karen Eurich.

2005 CERTIFIED MANAGER PREPARATORY STUDY CLASSES

NAME: _____

E-MAIL: _____

DAY PH: _____

My Registration Fee for Study Classes:

____ Member, \$50

____ Non-member, \$65

Return this form, with your payment attached, to **Colleen Floth, Human Rights, 440 S. 8th St., Ste. 101, Lincoln, NE 68508 BY JAN. 7, 2005**. You will be contacted during the week of January 10 about how to obtain your study manuals, class location, and class times. Make check payable to **Nebraskaland Council**.

N. M. A. CODE OF ETHICS

- I will recognize that all individuals inherently desire to practice their occupations to the best of their ability
- I will assume that all individuals want to do their best.
- I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others.
- I will be guided in all my activities by truth, accuracy, fair dealing and good taste.
- I will keep informed on the latest developments in techniques, equipment, and processes.
- I will recommend or initiate methods to increase productivity and efficiency.
- I will support efforts to strengthen the management professional through training and education.
- I will help my associates reach personal and professional fulfillment.
- I will earn and carefully guard my reputation for good moral character and good citizenship.
- I will promote the principles of our American Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.

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JANUARY 2005

Officer Spotlight

By Terri Storer, Professional Development



If you could take a famous person to dinner, who would it be and why?

Tough question as there are many people I would like to meet. However, there is one special person I would appreciate spending time with and that's Mother Teresa

because her humble and unconditional acts of giving are so inspirational. She lived in the here and now, forgetting and forgiving the past, and trusting the future. On a sentimental and personal note, my grandmothers (who are famous to me!) passed away within eight months of one another in 2002; one was 84 years old and the other one was 104 years old! While I would want an opportunity to ask them more questions about their lives and what made them so strong, I'd tell them more about how much they impacted my life and how many times throughout a day I'm reminded of something they taught me.

In your free time, what hobbies, interests or passions do you pursue? The past eight years or so, my free time has revolved around my two daughter's activities, primarily athletics. So, a great deal of time and energy has been devoted to that. As that chapter of my life winds down, I hope to spend some time at home gardening, quilting, and decorating. I'm a visual person, so doing something with my hands and seeing it evolve motivates me.

What is your favorite restaurant(s)? Lazlo's Brewery & Grill

Why did you join Leadership Link and become an officer? I joined Leadership Link, in large part, for the networking and the professional development. I became an officer because it afforded me an opportunity to gain even more from the Chapter. I'm a firm believer in the more you put into something, the more you get back.

If you could build your dream house anywhere in the world, where would it be and why? I would build my dream house in northeast Nebraska as it's the heart of where I grew up.

What is your horoscope sign and does it fit you? I am a Libra. I think it suits me as it represents the scales of balance. I'm often able to see both sides to a situation, which can strangle me with indecision, but hopefully, it eventually leads to fairness.

Continued from pg. 2

Double your amount of responsibility. Set some huge goals. Succeed by thinking much, much bigger.

8. Stop trying to solve the problem that is making you so serious. Certain types of problems solve themselves if you leave them alone. Your problem may be one of those.

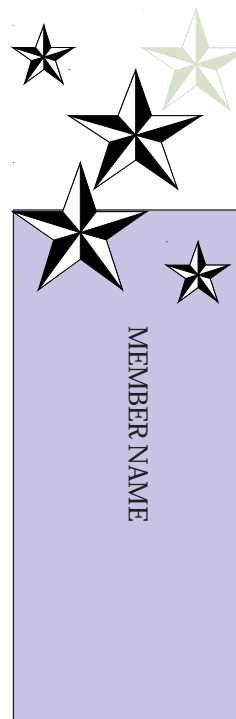
9. Compare what you are doing to other careers. Imagine being a septic tank drainer or an IRS agent.

10. Make everyone around you lighten up. You will soon feel more cheerful.

11. Look at bizarre solutions. What is the craziest way you could solve your problem? What solution, if it worked, would make you laugh out loud?

12. Act stupid for a minute. Let down your hair. Stop being so darn important for a while. Be a goof!

Reprint with permission from "tipsforsuccess.org"



N. M. A. STATEMENT OF PRINCIPLES

NMA is dedicated to managerial excellence, personal and professional growth, and leadership development. The following principles identify NMA's core beliefs and provide the basis for the Association's Mission Statement.

- We believe in the highest standards of personal and organizational integrity and respect for the individual.
- We believe in lifelong learning, continuous improvement, and the development of a workforce capable of sustaining a competitive posture in the global economy.
- We believe management is a creative, dynamic, and essential process enabling people to achieve personal and organizational objectives.
- We believe that managerial responsibility is shared among all individuals at all levels of the organization and that leadership is critical to management success.
- We believe that individuals and organizations have a community and civic responsibility.

Happy New Year's!!

Seven Ways to Avoid Becoming a Bad Boss

By Bruce L. Katcher, Ph.D.

For the American Management Association Newsletter

Most employees experience a bad boss at least once in their career. And, sadly, many feel they have never really had a good boss. Insensitivity, failure to communicate and a lack of fairness are the hallmarks of poor supervision. Why is it that good supervisors are hard to find?

1. Supervising Is Not Easy - Handling the complex issues of motivating employees and solving job- and people-related problems is very difficult. Few are capable of handling these responsibilities well.

2. The Peter Principle- Organizations often promote those who are good at programming, selling and making their numbers, rather than those who have demonstrated good leadership and people skills.

3. Poor Hiring Practices - In this age of specialization, employers rarely focus on hiring people with good potential for supervising others. Instead, they are inclined to look only at the technical skills of applicants. Characteristics such as the ability to motivate others, the ability to solve complex people problems and emotional intelligence are rarely considered during the hiring process.

4. Lack of Recognition for Good Supervision - Pay increases and promotions for supervisors are rarely based on how well they supervise others.

5. Lack of Training - Most organizations do a poor job of providing the appropriate training for their supervisors

6. Lack of Good Role Models - Excellent senior level managers who are able to mentor other supervisors are the exception rather than the rule.

How to Become a Better Boss

1. Treat Employees with Respect and Dignity - Three out of 10 employees do not feel they are treated with respect by their supervisors. To be a good boss requires doing the many little things that demonstrate respect for employees. Introduce your employees to visitors. Discuss personal and sensitive issues in private rather than publicly. Get to know your employees as people rather than as mere workers.

2. Involve Employees in Decisions - Only 1 out of 2 employees feels their supervisors involve them in decisions. As a result, employees feel they are not valued. Make it a habit to ask employees for their opinions. Let employees know that their ideas are welcome. Thank employees for their suggestions. Most importantly, don't discount good suggestions. Use them.

3. Empower Employees - Employees want to be treated as adults, yet four out of 10 feel they don't have the decision-making authority they need to do their job well. Delegate whenever possible. Allow employees to have more of a say in how they do their work. Recognize that a supervisor's power in the

organization will increase rather than decrease by empowering his or her staff.

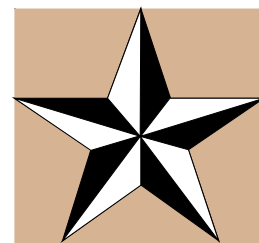
4. Clearly Communicate Assignments - Four out of 10 employees do not feel that their supervisor clearly communicates goals and assignments. Unless expectations are clearly set, employees feel powerless to properly perform their jobs. Communicate goals and expectations in groups, individually and in writing. Although the goals may be clear in your mind, your employees may need to be reminded. Don't assume that employees understand.

5. Listen, Listen, Listen - Four out of 10 employees do not feel their boss listens to their suggestions and three out of 10 say their boss isn't even available to speak with them when they have questions. Absentee supervision is rarely effective. Make it a point to be available to employees any time they have questions. Learn how to probe for information, ideas and feelings when speaking with employees.

6. Recognize that Your Job Includes Solving "People Problems" - Only 1 out of 2 employees feels their supervisor does a good job of solving people-related problems. Be prepared to address employee issues such as ineffective performance, health problems, family crises, substance abuse and harassment from co-workers. When necessary, seek counsel and involvement from professionals in the human resources department.

7. Provide Personal Recognition - Employees desperately want to know that their good work is recognized and appreciated. Unfortunately, only 1 out of 2 feels their boss does a good job at this. Keep your eyes open so that you can "catch employees in the act" of performing well. Provide them with recognition immediately, rather than waiting for a performance review discussion.

Conclusion: Being a good boss isn't easy. If you supervise others, resolve to hone your craft. Continually try new approaches to learn what is most effective for you and your employees. Don't become known as "that terrible boss I had at my last job."



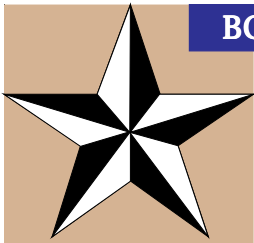
Now You Know ...

Early politicians required feedback from the public to determine what was considered important to the people. Since there were no telephones, TV's or radios, the politicians sent their assistants to local taverns, pubs, and bars who were told to "go sip some ale" and listen to people's conversations and political concerns. Many assistants were dispatched at different times. "You go sip here" and "You go sip there." The two words "go sip" were eventually combined when referring to the local opinion and, thus we have the term "gossip."

Volunteering Again? Get Credit For It!

Help your Leadership Link
Chapter score big!

If you are involved in a community service project or event, such as a fund raiser, walk-a-thon or festival worker, please e-mail this information to Donna Barrett (dbarrett@ci.lincoln.ne.us) with the who, what, when, where, why and hours served, so that our NMA Chapter will receive national credit.

**Now You Know ...**

Centuries ago, common entertainment included playing cards. However, there was a tax levied when purchasing playing cards but only applicable to the "ace of Spades." To avoid paying the tax, people would purchase 51 cards instead. Yet, since most games require 52 cards, these people were thought to be stupid or dumb because they weren't "playing with a full deck."

Perception Is Reality

"The Transparency Edge: How Credibility Can Make or Break You in Business"

By Barbara Pagano and Elizabeth Pagano

When it comes to credibility, perception is reality.

A leader may think he or she is honest, approachable, trustworthy, and appreciative of his team's efforts, but if his people think otherwise—for whatever reason—he has a credibility problem. That translates into a leadership problem, especially in a post-Enron business environment that places a high premium on full disclosure.

The solution, according to leadership expert Barbara Pagano and her daughter, business journalist Elizabeth Pagano, lies in the concept of transparency—an increasingly popular management buzzword that some people believe may be the corporate world's antidote to corruption. However, as the Paganos write in *The Transparency Edge*, "transparency alone will not result in a perception of credibility any more than the open-book philosophy of the 1990s did." Leaders must practice "responsible transparency," which involves cultivating an acute sense of how much and what information to share, and how to deliver it in ways that are caring, respectful, and principled.

This may sound like a lofty goal, but the Paganos assert that leaders can achieve this "what-you-see-is-what-you-get" style by adhering to the nine key behaviors they outline in their book. Among them: being completely honest at all times, remaining composed in stressful situations, keeping promises, apologizing when appropriate, delivering bad news well, and gathering honest feedback from others.

The authors use real-life examples and solid statistical analysis to show why these behaviors are critical to organizational success, what happens when leaders fail to practice them and how they can be implemented. By including self-surveys with each behavior, they encourage readers to honestly evaluate how they're doing—through their own eyes as well as from the perspectives of the people around them.

Of particular interest is the Paganos discussion of honesty, or, as they call it, "the hub on the leadership wheel." "To be credible, you must be overwhelmingly honest—so honest that people never question whether what you say is the truth as you know it," they write. In addition to being as forthcoming as possible, practicing overwhelming honesty also involves utilizing the "vastly underused option" of saying "I know, but I can't tell you."

Throughout *The Transparency Edge*, the Paganos gently force readers to identify possible blind spots

and weaknesses. But they also reveal very specific, highly practical ways that leaders can overcome these shortcomings and begin the deliberate process of restoring or enhancing credibility.

Because a person's credibility has so much to do with what other people think of him or her, it is often difficult to identify areas that need improvement without soliciting feedback—the Paganos call it "gathering intelligence"—from colleagues, managers, direct reports, and customers. Leaders who never saw the need for 360-degree performance assessments may feel differently after reading *The Transparency Edge*.

Practicing the kind of transparent leadership that builds credibility isn't easy. "It can be hard, painful, exhausting, and even risky," the authors write. As a result, it takes both know-how and courage. But, as *The Transparency Edge* clearly demonstrates, the rewards—both personal and organizational—are worth it.

— Review by Lois Flowers, Maximum Impact consulting editor, (McGraw-Hill, 2004)

"This article is used by permission from Dr. John C. Maxwell's free monthly e-newsletter 'Leadership Wired' available at www.MaximumImpact.com."

"The task ahead of you is never as great as the power behind you,"
-- Ralph Waldo Emerson

continued from pg. 1

7. Tighten your accounting practices as well as your conflict-of-interest policy.

8. Establish an ethics panel that will review ethics violations and questionable decisions. This group can take pressure off employees during decision making.

9. Include ethics in your performance evaluations to ensure employees are held accountable for their actions.

10. Watch out for any employee who is out to make a name for himself. It is often the superstar who is the one pushing the envelope.

There Is No Magic Potion: The University of Missouri has many well-known graduates; two of the more noted are Sam Walton of Wal-Mart and Kenneth Lay of Enron. Their different paths to success remind us that there is no magic formula for keeping your employees honest. As Elizabeth Dole told the Duke University class of 2000, "In the final analysis, it is your moral compass that counts far more than any bank balance, any resume, and yes, any diploma."

by Cheri Swales, Monster Contributing Writer